

HARBORVIEW MEDICAL CENTER

REPORT TO THE KING COUNTY COUNCIL COMMITTEE OF THE WHOLE

BERNADENE DOCHNAHL, VICE PRESIDENT, BOARD OF TRUSTEES
OCTOBER 4, 2017

MANAGEMENT AGREEMENT UPDATE

- Mission Statement – Section 1.3.4
- Collaboration with King County with Focus on Improving Services to Mission Populations (Commitment to Coordination) - Section 6.4.3
- Strategic Plan Development
- Philanthropy – Section 3.4

Mission Statement

Harborview Medical Center is owned by King County, governed by the Harborview Board of Trustees, and managed under contract by the University of Washington.

Harborview Medical Center is a comprehensive health-care facility dedicated to the control of illness and the promotion and restoration of health. Its primary mission is to provide healthcare for the most vulnerable residents of King County; to provide and teach exemplary patient care; to provide care for a broad spectrum of patients from throughout the region; and to develop and maintain leading-edge centers of emphasis. As the only Level I Adult and Pediatric Trauma Center in Washington, Harborview Medical Center provides specialized comprehensive emergency services to patients throughout the region, and serves as the disaster preparedness and disaster control hospital for Seattle and King County.

The following groups of patients and programs will be given priority for care:

- Persons who are non-English speaking poor
- Persons who are uninsured or underinsured
- Persons who experience domestic violence
- Persons who experience sexual assault
- Persons incarcerated in King County's jails
- Persons with mental illness, particularly those treated involuntarily
- Persons with substance abuse
- Persons with sexually transmitted diseases
- Persons who require specialized emergency care
- Persons who require trauma care
- Persons who require burn care

Mission Statement

Harborview's patient care mission is accomplished by assuming and maintaining a strong leadership position in the Pacific Northwest and the local community. This leadership role is nurtured through the delivery of health services of the highest quality to all of its patients and through effective use of its resources as determined by the Harborview Board of Trustees.

Harborview, in cooperation with UW Medicine, plans and coordinates with Public Health Seattle and King County, other County agencies, community providers, and area hospitals to provide programs and services.

Harborview fulfills its educational mission through commitment to the support of undergraduate, graduate, post-graduate and continuing education programs of the health professions of the University of Washington and other educational institutions, as well as programs relating to patient education.

COMMITMENT TO COORDINATION

MANAGEMENT AGREEMENT SECTION 6.4.3

Commitment to Coordination

6.4.3 The Parties will immediately work together to identify ways to provide services to the Mission Population more efficiently. A Committee comprised of representatives from the County, Board and UW Medicine will endeavor to identify efficiencies and new revenue sources that would not be received by the County.

County: Patty Hayes, RN	Board: Clayton Lewis	UW Medicine: Paul Hayes, RN
T.J. Cosgrove	Bernie Dochnahl	Kera Dennis
Michael Giddeon		Elise Chayet

Status:

- Revenue Cycle Enhancements for Public Health Clinics at Harborview in process.
- Radiology technical and professional support under development for King County Jail.
- Telehealth Jail programming under design to support reduced travel to Harborview for follow up care and Emergency Department visits.

SUMMARY OF HARBORVIEW BOARD STRATEGIC PLANNING PROCESS

STRATEGIC PRIORITIES

1. Proactively develop a **contingency plan** and implementation timeline in case of **potential significant reductions to funding** which will impact HMC's ability to provide care to the Mission Population (e.g. **"Repeal and Replace"** or other legislative efforts resulting in reduced Medicaid funding or eligibility).
2. Create a **coordinated** and **integrated** care continuum in partnership with King County and UW Medicine to **better and more efficiently serve the Mission Population**. This care model or continuum will be the platform to best serve the Mission Population, for further development of HMC capabilities and infrastructure, future potential partnerships and expansion of the model to additional populations.
 - a. **Capitalize** on lessons learned from the **UW Medicine population health efforts**.
 - b. **Expand behavioral health** including a focus on **treatment for opiate and other addictive substance use disorders**.
 - c. Continue development of critical and foundational **behavioral health integration** capabilities.
 - d. Include a **Behavioral Health Institute (BHI)** as part of the facility master plan.
 - e. Identify **opportunities** for service **integration** among or between **King County and HMC**.

STRATEGIC PRIORITIES [CONTINUED]

3. Develop the continuum of care (pre- and post-acute care) with partners.
 - a. Develop a **coordinated ambulatory access plan** for the increasingly densely populated area **surrounding HMC** (i.e. First Hill and Yesler Terrace) while maintaining and coordinating care for the Mission Population located throughout King County.
 - b. Develop **“pre” and “post” acute capacity** and expansion of access through telemedicine and other innovations such as **supportive housing** and satellite clinics to best serve all of its patients (including the Mission Population).
 - c. Support strong, **ongoing policy advocacy** which will align incentives to facilitate and encourage community placement with providers to support the delivery of quality, cost effective care.

STRATEGIC PRIORITIES [CONTINUED]

4. Develop **new and / or upgraded facilities** in order to sustain and grow service to the residents of King County and region through improved care models, expanded/integrated Behavioral Health, and to preserve disaster command center and emergency preparedness.
 - a. **Pursue funding** for this development through new and existing relationships and funding mechanisms (e.g. development of Bond, sales tax, or other funding initiatives).
 - b. **Improve stakeholder and community support** and awareness through regular and targeted communication. This increased support and awareness will also benefit development and philanthropy.
 - c. Support strong, **ongoing Trustee and leadership policy advocacy** to encourage improved community capacity utilization and disaster readiness.

STRATEGIC PRIORITIES [CONTINUED]

5. Maintain focus on achieving King County and UW Medicine strategic initiatives and pillar goals.
 - a. Decrease the cost of care as directed by the long-range financial plan.
 - b. Achieve volume projections enabled by post-acute care strategy and throughput improvements.
 - c. Invest with UW Medicine to develop an information technology strategy to enhance patient facing tools.
 - d. Continue leadership with equity and social justice efforts to insure equal treatment for all patients and employees.
 - e. Develop programs and opportunities to ensure the cultural and ethnic diversity of those in leadership positions mirrors the population served.
6. Enhance awareness of the community benefits and world class care/outcomes associated with a regional Level 1 Trauma, Burn, and Stroke and other Centers of Emphasis located at Harborview.

COMMITMENT TO FUNDRAISING

MANAGEMENT SERVICES AGREEMENT 3.4

FUNDRAISING

3.4 The University shall maintain a charitable fundraising and development function for the Medical Center that includes the donation of private funds for the Medical Centers Mission at the Center of Emphasis and Centers for Excellence located at the Medical Center.



THE BENEFIT

JOIN HARBORVIEW IN ACCELERATING
IMPROVED MENTAL HEALTH

ACCELERATE

THE CAMPAIGN *for* UW MEDICINE

HARBORVIEW MEDICAL CENTER

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PAUL HAYES, RN, EXECUTIVE DIRECTOR

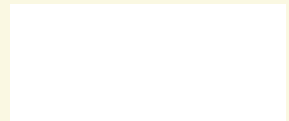
Harborview Medical Center

- Mission driven and endeavor to improve the health of the public
- Dedicated to excellence in the provision of healthcare, education and discovery
- Passionate about reducing harm and providing safe, quality care in a culture that focuses on our patients and families
- Disaster Medical Control Center for Seattle / King County



Harborview Medical Center

- Operates the 413 bed acute care hospital
- Admits over 17,000 inpatients per year
- Average Length of Stay= 8.5 days
- Manages the facility at 98%+ occupancy
- Performs almost 16,000 surgical procedures/year
- Employs 4,500 FTEs all are UW employees
- Provides access to 1,700 employed UW Physicians in every specialty and participates in all UW residency and fellowship training programs
- Quality & Safety Scorecard ranks HMC in the top 21 academic medical centers in the country.
- Operates the facility on a 1% margin



Designated Centers of Emphasis



Trauma, Burn, Orthopedics, Rehabilitation and Reconstructive Surgery, AIDS/STD, Behavioral Health, Neurosciences, Vascular and Eye Institute

Centers of Emphasis provide:

- Excellent patient outcomes and quality care
- High nurse to patient ratios
- Nationally acclaimed UW physicians and staff
- Leading-edge research and technology



HARBORVIEW MEDICAL CENTER QUALITY AWARDS

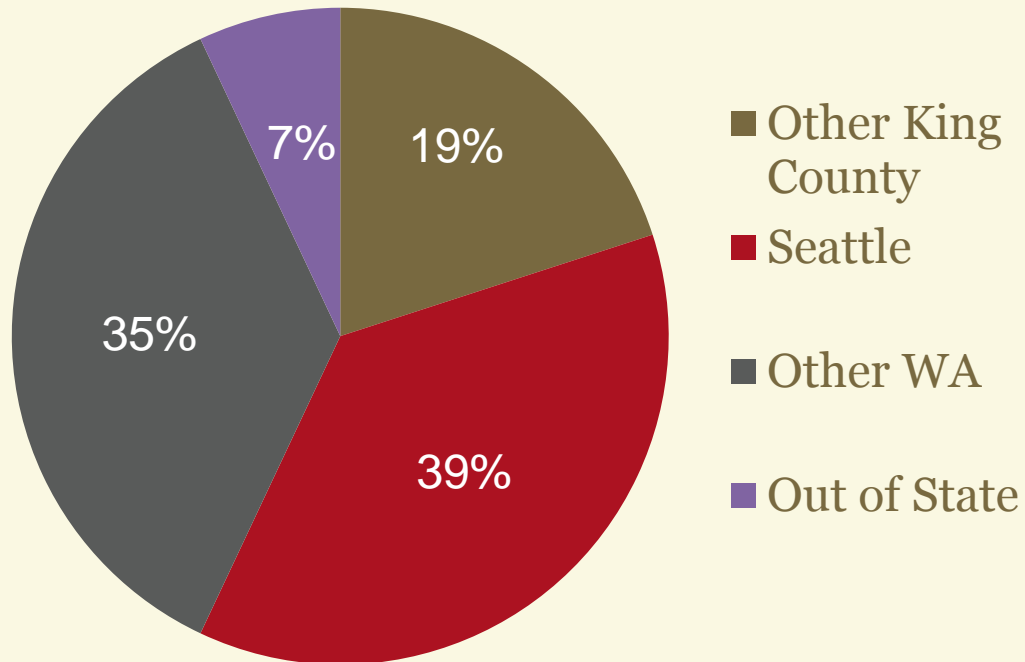
- The Joint Commission Accreditation for Palliative Care
- American Heart Association: “Get With The Guidelines” Stroke Gold Plus Award/Target Stroke Elite Plus
- Human Rights Campaign: National Leader in LGBT Healthcare Equality
- Practice Greenhealth: Top 25 Environmental Excellence Award
- U.S. Centers for Disease Control and Prevention (CDC): Healthcare-Associated Venous Thromboembolism Prevention Champion
- Washington State Department of Health: Antimicrobial Stewardship Honor Roll
- American Association of Critical Care Nurses: Beacon Gold Award for Medical Cardiac Intensive Care Unit
- America’s Essential Hospitals: Gage Award Remarkable Project for Integrating Medical and Mental Healthcare for Homeless Populations
- American Heart Association: 2017 Stroke Honor Roll and Stroke Gold Plus
- Becker’s Hospital Review: 50 of the Greenest Hospitals in America
- Qualis Health: Award of Excellence in Healthcare Quality: “An Enterprise Approach to Evidence – based Performance Improvement for Central Venous Catheter (CVC) Associated Complications”
- U.S. News & World Report – Best Hospitals: #6 in Seattle Metro and #11 in Washington

Inpatient Origins

Our role as a regional resource/safety net hospital

Over 60 percent of our inpatients come from Seattle and King County.

FY 16 Inpatients



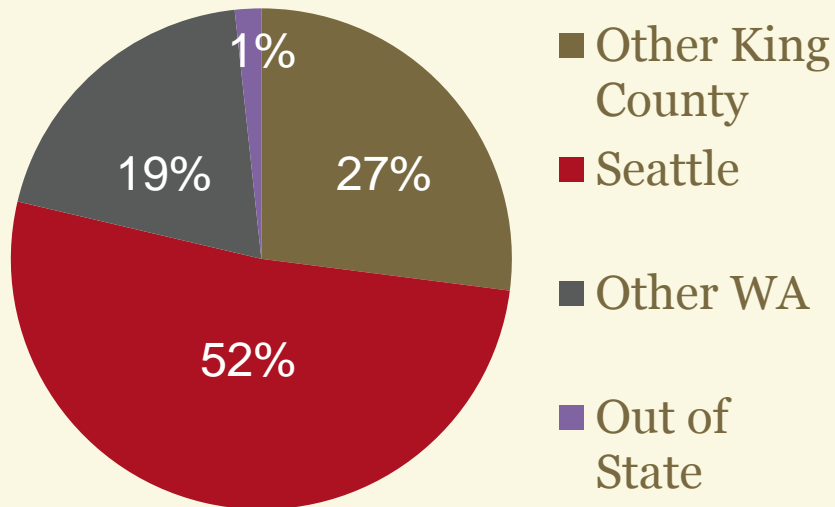
Gale Fisher, West Seattle
Vascular Surgery

Outpatient Origins

Living our mission

A majority of our outpatients come from Seattle and King County.

Outpatients FY 16



Pediatric Clinic


Mission of caring for underserved populations



Focus on Serving
the Patient/Family



Provide the Highest
Quality Care



Become the
Employer of Choice



Practice Fiscal
Responsibility

EMPLOYEE ENGAGEMENT RESULTS

Participation Rates

Year	Response Rate
2017	77.5%
2016	76.5%
2015	67.5%
2014	61.2%

Mean Score

Year	Mean Score (% Improvement)
2017	3.99
2016	3.92
2015	3.82
2014	3.76

HARBORVIEW MEDICAL CENTER FY17 ITEM-LEVEL DATA		MEAN		Δ MEAN	FAVORABLE *
		RESULTS			
Q00	Satisfaction How satisfied are you with your organization as a place to work?	3.98	▲	+ 0.09	80.6%
Q01	Know What's Expected I know what is expected of me in my work.	4.31	▲	+ 0.04	91.2%
Q02	Materials and Equipment I have the materials and equipment and necessary orientation to be successful with my job responsibilities.	4.00	▲	+ 0.06	79.4%
Q03	Opportunity to Do Best At work, I have the opportunity to do what I do best every day.	4.07	▲	+ 0.09	80.2%
Q04	Recognition In the last 3 months, I have received recognition or praise for doing good work.	3.76	▲	+ 0.04	67.3%
Q05	Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.11	▲	+ 0.03	79.6%
Q06	Development There is someone at work who encourages my development.	3.90	▲	+ 0.05	70.7%
Q07	Opinions Count At work, my opinions seem to count.	3.71	▲	+ 0.06	65.6%
*% Favorable results available only for those entities in which Med Ctrs HR administered and analyzed results. **Q15 is a new item as of FY17 therefore no compare to previous fiscal year is provided.					

HARBORVIEW MEDICAL CENTER FY17 ITEM-LEVEL DATA		MEAN		Δ MEAN	FAVORABLE *
Mission/Purpose		RESULTS			
Q08	The mission or purpose of my company makes me feel my job is important.	4.22	▲	+ 0.07	84.2%
Q09	Committed to Quality My coworkers are committed to doing quality work.	4.18	▲	+ 0.07	82.6%
Q10	Team Approach My work environment is supportive of building a collegial and positive team approach.	3.88	▲	+ 0.09	73.2%
Q11	Progress In the last six months, someone at work has talked to me about my progress.	3.77	▲	+ 0.10	67.9%
Q12	Learn and Grow This last year, I have had opportunities at work to learn and grow.	3.96	▲	+ 0.08	74.5%
Q13	Rounding In the last 3 months, a leader in my department has rounded on me.	81.4%	▲	+ 1.2%	N/A
Q14	Respects and Values Differences This company respects individuals and values their differences.	87.3%	▲	+ 1.4%	N/A
Q15	Strategies for Restoration** When I am stressed and overloaded from my work, I have strategies I can use to restore myself.	88.5%		N/A**	N/A
*% Favorable results available only for those entities in which Med Ctrs HR administered and analyzed results. **Q15 is a new item as of FY17 therefore no compare to previous fiscal year is provided.					

MANAGEMENT FOCUS

- Position Harborview for success with Healthcare Reform
 - Quality
 - Cost
 - Service
- Collaboration with King County with Focus on Improving Services to Mission Populations
- Identify and Advance tactics for the Harborview Strategic Plan

